1993 R&D OPERATIONAL PLAN

2021385756

September 1, 1992

1993 Major Programs

PROGRAM	PROGRAM LEADER	DIRECTOR	PROGRAM NO.
Domestic Product Development and Support	Heretick/Altizer	Myracle	920101
International Product Development and Support	Confer/Smith	Myracle	920103
R&D Product Technologies	Myracle	Myracle	NA
Project Tomorrow	Dwyer/Shafer	Whidby	920105
New Expanded Tobacco	Fischer	Burnley	920104
New Primary Process	Clark	Burley	920112
Cast Leaf	Gellatly	Burnley	920108
Operations Support:	Ferguson	Ellis	920102
Other Programs	Gauvin	Lilly	NA:

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		ERATIONAL PL m Summary	.AN		
Program:	Domestic C.I. Program		_Program No.:		
Category:	Domestic Product Support & Devel	lopmenti	Date Prepared:	8/19/92	2
Start Date:	Ongoing	Completio	n Date: Ongoi	ng	
Program Milesto	ones	Responsible Person	Resource Allocation	1 9 9 3	1 9 9 4
Perform complete	e C.I. Testing on Current				
Production of N	Major Brands Monthly	Mitchell/Laffoon		ongoing	ongoing
Perform Limited	C.I. Testing on Available Production				
	ds Twice per Year	Mitchell/Laffoon		ongoing	ongoing
	lesults in Bound Report Bimonthly	Mitchell/Laffoon		ongoing	ongoing
	ands, Brand Modifications,			4	
and Packaging	Changes:Monthly	Mitchell/Laffoon		ongoing	ongoing
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DOMESTIC C.I. PROGRAM

Strategic Goal #1 Support the Growth of the Domestic and International Businesses.

Short Term

R&D Programs: Domestic Product Support and Development

I. BACKGROUND

This activity is performed to communicate domestic market activity with respect to brand modifications and new brand introductions. It is intended to signal market trends through the comparison of current analytical data to cummulative data contained in a database.

II. OBJECTIVE

To examine competitive eigarettes on a regular basis to determine changes in the physical and eigarette smoke characteristics.

III. STRATEGIES

- A. Obtain current production of major brands from ten cities every month. (Status: ongoing)
- B. Obtain minor brands from six cities twice per year. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current production of major brands monthly.
- B. Perform limited C.I. testing on available production of minor brands twice per year.
- C. Report testing results in a bound report bimonthly.
- D: Highlight new brands, brand modifications, and packaging changes monthly.

V. RESOURCES - 15.0 man-years

VI. RESPONSIBLE PERSONS

K. Mitchell, S. Laffoon

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Program:	Specification Maintenance Progr	ram	Program No.:		
Category:	Domestic Product Support & De	velopment	_Date Prepared:	8/19/92	2
Start Date:	Ongoing	Completion	n Date: Ongoir	ng	
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Report Testing F	Results by Brandland Week of			1	
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SPECIFICATION MAINTENANCE PROGRAM

Strategic Goal #2

Support the Growth of the Domestic and International Businesses

Short Term

R&D Programs

Domestic Product Support and Development

I. BACKGROUND

This activity is performed to communicate the conformance to specifications of Philip Morris products produced domestically. Changes in smoke characteristics are signaled by trends in results based on control charts and moving averages.

II. OBJECTIVE

To examine PM current production cigarettes to determine conformance to specifications.

III. STRATEGIES

- A. Obtain weekly samples of current production cigarettes. Samples are obtained from the four production facilities in the U.S. (Status: ongoing)
- B. Obtain new brand samples by day for the first week of production. (Status: ongoing):

IV. TACTICS

- A. Perform Smoking/Physical Testing on weekly cigarette production.
- B. Report testing results by brand and week of production on a monthly basis.
- C. Report out of specification trends for tar and menthol weekly.
- V. <u>RESOURCES</u> 22.0 man-years

VI. RESPONSIBLE PERSONS

K. Hughes

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6_	1 1	Schedule factory trial.				Vinson	╁─┤	\dashv	⊢×	+-		
6		Develop package and wri				Vinson	+	\dashv	_ x	4	-	
_ـــ	3	Cigarette production in				Vinson	11	\dashv	_ x	4		\perp
6	4	Analytical/subjective e	valuations			Chambers	1-1	\dashv	$\perp x$	4_		\bot
6	5	Production refinement				Vinson		\perp	_ <u> </u> x	Ш		丄
7	1	Schedule production sta		Prod. Plan.			\perp	$ \mathbf{x} $				
7	2	Monitor cigarette produ	1:	Vinson				x				
7	3	Analytical/subjective_e		OA & R&D	\Box	\top	\top	x				
8:	1	National Paunch		<u> </u>	\Box	\top	1	1	x	\top		
9	1	Design and request POL		PED		\neg	+	\Box	x	\top		
9	2	POL cigarette productio	_			T. Hoskin	\Box	\dashv	+	+-	x	_
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						Chambers	+	+	+	+	X	
9	4	Subjective evaluations				Rich Panel	++	+	+	+	X	+
9	5_	Product shipment				PED	₩	+	+	┾┤	x	+
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Project:	Marlboro Extra Li	ahts													
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1 2	Prototype	production				complete							
1 3	· · ·	evaluations				complete			_ [
1 4	_	evaluations			Ī	complete			П	П	T		Γ
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2 5	Ship produ	ıct				_complete:	\vdash				- [Ш	ـــا
2 6	Results of	POL testing				complete	<u> </u>	Ш	_	_	-		L.
3 1	Prepare fa	actory trial	specification pa	ckage		complete:				\perp			L
3 2		factory loca				complete							
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Project: Marlboro Ultra Lights																	_
Category: Domestic Product Development	Inc.	Lud	led	li	n :	199	1-1	199	5 1	Pla	n:	-					
Start Date: 1991		C	Con	φl	et:	ion	Da	te	:	_4	th		ıar	te	r. 1	199	92
Project Objective: Develop 6mg line extension subjective quality and Marlboro character.	n i	n K	KS:	an	d :	1.00	mm .	pr	οv	idi	ng	eı	nha	nc	ed		
Background:																	
Benefits/Risks: Benefits: Provide lower tar product in Marlbo Risks: Product fails to establish market shar								rit	; Si	mok	er	S .					
Project Leadership Department: R&D Program Leader: C. B. Altizer																	
External Support					_				1	992	M	an:	-Ye	ar	3		
Leaf Department						-	+										_
Manufacturing Services Marketing Research							\top										_
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BUDGET: SW Tobacco 2166.75 POL Testing Other (Specify Type)		_0_					Mat	er	ia	ls	_						
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4 Cigarette paper study		\vdash	x	$\vdash \vdash$	+	-	\vdash	$\vdash \dashv$	\dashv	+	+	+	$\mid - \mid$	+	+	+	+
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P	roject:	Marlboro Wides																		
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		Opportunity for more market share	: W	ijt	h I	MF	•													
В	enefits/Ris	ks:	-																	
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P	Project: 6mg Merit																			
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	Project Objective: Design and develop a 6mg product with the subjective attributes of an 8mg cigarette.																			
	Background: The 8mg flavor low Merit needs revitalization with an added benefit. The benefit identified is equal taste at 6mg tar to the existing 8mg tar Merit.																			
В	Benefits/Risks: Benefits are revitalization of the brand family. Risk is failing to achieve market share.																			
		ership Department: R&D										st. Yea								
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Project: B&H KS Line Extension																				
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St	art Date:	January 1991		(Cor	mp.	let	ior	ı D	Dati	e:									
	Project Objective: Design and develop B&H KS Regular and Menthol, Full Flavor and Lights line extensions.																			
to li se	Background: Expand market potential for B&H KS to 60% of population that prefers KS to rejuvenate the B&H trademark and create a stable platform for the future. The KS line extension permits PM to leverage B&H's menthol equity where PM is under-represented. The menthol line extension will enable PM to place competitive pressure against Newport, Salem, and Kool.																			
Be	Benefits/Risks: Market potential geared toward 60% of population that prefers KS. Appeal to younger blacks of which 90% smoke menthol.																			
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P	roject:	Virginia Slims 100's															
c	ategory:	Domestic Product Development	In	cl:	ude	ed ⁱ	in	199	3 ₁ 1-1	1 9 9 5	Pla	ın:	***************************************				
s	tart Date:	1st Ouarter 1992			Co	omb	le	tion	ı. Da	ate:	: _4	lth	Otr	1	992	<u>:</u>	_
b	enefits; re	ctive: Design and develop 100mm duced visible sidestream, pleasa or combinations thereof.	n li	ne:	ex des	xte str	ns:	ions m.ar	s ir	ncor	pora ow/n	ntin	ıg s	oc.	ial ide	! -	
В	ackground:	Offer younger smokers social be	nef	it	s.												-
В	enefits/Ris	ks: Benefit: Boost share of br			nef	it	VS	5. p	ric	æ.				-			
P.	roject Lead rogram Lead	ership Department:R&D				. (Gro	oup:			tic.					•	
_M	xternal Suppanufacturing	Services	_							:	1992	Ma	n-Y	ear	:s:		_
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S	UDGET: W Tobacco ther (Specia		_20	00	00	.00)		Mat	eria	als						
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-#_		Qtr.		. 2	3	4	1	2 3	4	1 2	3 4	1 2	2 3	4	$\frac{1}{4}$	2 3	4
1		fabricate baseline models using		\bot	\vdash		_	-		_ _		-	_	\perp	\perp	\perp	\perp
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2	Request and	evaluate selected LSS Paper	+	+	+-	H	+	+-	$\vdash \vdash$	-			+	+	+	#-	+
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)	al/test market						x									
	GEV specifi			Ĺ		Ш	x			П					\prod		

Project: <u>Vir</u>	ginia Slims 1	00's			Oper. Plan No						
•					Date Prepared						
Major Program N	ame: _Domest	ic Product Devel	Lopment		Prepared By:						
	-				Start Date: _		0	9.2) :		
Strategic Goal:	#2 Support	Growth of Busin	ness	,	Completion Da	ate	: _		0	9	2
a.				.	Responsible		1992	-		<u>19</u>	93.
Strategy #	B				Responsible Person(s)	1 2	<u> 2 3 </u>	4	1	2	3 4
Tactic #	Project Tac	ties		27	ewman/Wettle		-		ı l	- 1	
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		SS papers			N / LW / BG	\vdash	╫	Н	-	\dashv	+
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4 1 100mm Slim	POL's				oyner/LW/DN		X	₩	\vdash	\dashv	+
4 2 100mm Slim	Menthol POL's	St		F	leming/LW/DN		x		$\vdash \vdash$	\dashv	-
4 3 KS (24.8 x	84) extended	study		c	allaham/"/"			х	\sqcup	4	
4 4 100mm Slim				c	allaham/"/"	$\sqcup \bot$	↓x:		Н	\perp	
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4 6 Focus Group					allaham/"/"		\mathbf{x}		Ш		
					ewman/Wettle		T		x		
1 1					ewman/Wettle	1 1	\top		x		T
5 2 Factory tri					ewman/Wettle	4 4	\top			x	\top
5 3 Test market		<u> </u>				1	+	x	\vdash		\top
6 1 Issue GEV s					ravotta		+-		H	\neg	\vdash
6 2 Develop spe					ewman/Wettle	 	+	X	H	+	+-
		application un			ettle/Eng.	╁╌┼	+	X		\dashv	-
6 4 Source vend	or for commen	ccial paper coat	ing	G	oodman/Purch	\vdash	+	 	X.	-+	-
6 5 CR 2978 par	er coating st	pecs		G	oodman	\vdash		X		-	\dashv
6 6 Source vend	or for commen	ccial paper coat	ing	G	oodman/Purch	\sqcup	—	<u> </u>	x	-	-
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Paper Specs/Coat					r Technology	1			.0:5		
Subjective evalu				-	Development	- 1			. 0:5		
PODJECTIVE ENGT	<u>~~~~</u>										
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Pı	roject:	Virginia Slims King Si	ze																		_
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		tive: Design and develors. Incorporate social																			
Ва	ackground:	Attract younger smokers	: who: do: no	ot:	id	ent	tii	£у	wi	th	ı pa	are	nt	Ď	ran	nd.				-	
В	enefits/Risk	s: Benefit: Boost sha		ıd.	-										_	•					
Pi	roject Leade	rship Department:	R&D					Gro	oup	•:	Dor	nes	tic		Pro	odu	ct		ev.		
P	rogram Leade	r:CB. Alti	zer								Mar	ı-Y	ear	rs:	: _						_
	xternal Supp	ort Services											199	92	Ма	ın-	Ye	ars	3		
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Pı	roject Strac	- 9		<u> </u>														1		996	5
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#1	Develop/des	ign 24.0 circumference	Otr. prototypes mplete)	П				1	2												
#1	Develop/des	igm 24.0 circumference nal paper (Co er specs needed to achi	Otr. prototypes mplete)	П				1	2	3											
# _1 _2	Develop/des conventio Develop pap 13mg LSS Evaluate ap	igm 24.0 circumference nal paper (Co er specs needed to achi product plication methods for G	Otr. prototypes mplete) eve a	П				1	2	3											
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E	roj	ect:Vi	ginia Slims	King Size			Oper. Plan N	o:	_				
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ŀ	fa jo	r Program N	Name: <u>Domes</u>	tic Product Deve	lopmen	t.	Prepared By:						
		-					Start Date:						
ç	Stra	tegic Goal:	#2 Suppor	t Growth of Busi	ness	ļ.	Completion D						
St	rat	egy #				i.	Responsible	L		92			993
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		esting				PED:					0.5		
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		se Compound				P	al Research	╫			0.5		
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PI	oject:	Seville																				_
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St	art Date:	2nd quarter, 1992	***		(Cor	mp.	lei	tio	on:	Da	te	:	1	st_	qu	ar	te:	σ.	19	993	Ł
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	roject Lead	ership Department:RS er:C_B. Alltizer				_		Gr	oup			me in-								, <u> </u>	-	-
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	xternal Sup	g Services									:		_	3.3.	L P	lall	11	= 6.2	- 3			
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2	Historica Baseline	<u> review</u> prototypes		\vdash		x	 		Н	\vdash	\dashv	\dashv	+	\dashv	+	+	-		-	+	+	-
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E	roj	ject:Seville				Oper. Plan N							ļ
						Date Prepare							ŀ
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	-	-				Start Date:	2	0	92	<u> </u>			١
9	itra	stegic Goal: #2 Support Growth c	f Busin	ess		Completion D							1
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c.		egy #				Responsible		992				93:	4
عد 		tic # Project Tactics				Person(s)	1 2	3	4	1	2	3 4	4
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1		Historical review				complete	1-1	x			+	+	-
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2	3	Prototype production				complete	-	X		\dashv	\dashv	-	-
2	4	Analytical evaluations				Chambers		↓x		\vdash	\dashv	+	-
2	5	Subjective evaluations	,			Shelton	- -	↓x	Ш	\perp	_	_	-
2:	6	Selection of model for consumer	testin	<u>a</u> .		Vin/Shelton		x	ļ.,		_		_
3:	1	Design format for POL testing				Fleming		x			\perp	\perp	
3	2	Prototype production			į	T. Hoskin		\mathbf{x}					_
3		Analytical evaluations				Chambers		\mathbf{x}					
<u>. </u>	4	Subjective evaluations				Rich Panel		x			\neg		1
	_					PED		×			\top	\top	-
3		Ship product				PED		╁^	×		寸	\top	-
3	6	Results of POL testing						 	x.	\dashv	_	_	-
4	1	Schedule factory trial				Vinson	+	+	_	++	+	+	-
4!	2_	Develop package and write speci				Vinson	┼-┼-	+-	X.	+	+	+	-
4	3	Cigarette production in specifi				Vinson	╁┼	╀	x		+	+	-
4	4	Analytical evaluations				OA & R&D	-		х		-	- -	-
4	5	Subjective evaluations				Rich panel	$\bot \bot$	_	x	1	4		-
4	6	Product refinement				Vinson		1	x.	Щ	\perp	\perp	_
5_	1	Schedule production startup				Prod Plan		上		x	\perp	\perp	_
5		Monitor cigarette production				Vinson				\mathbf{x}		\perp	_
5_	1	Analytical evaluations				OA & R&D				x	_L		
5	i	Subjective evaluations				Rich Panel				x	T		
6	ī	Product launch						1			\mathbf{x}	\top	-
<u> </u>	<u> </u>	l date taxing						\top		П			-
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		up Resource Allocation Summary		1	1	1		ı					
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	. V	inson 0.10		ļ									-
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	RED	Support Resources (Type of Suppo	rt)			Division	ŀ	Mai	£ – £	'ea	rs		1
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	Pro	totype/POL production			Se	miworks) . 0) 5			_
		arette analyses			С	TSD			کــ۵	25_			-
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P.1	oject: All Lamina			_													
Ca	tegory: <u>Domestic Product Development</u> I	inc	lu	de	d.	in:	199	1-:	19	95:	Pla	ın:	-				
St	art Date:1st 0 1992	-	•	Ca	m p	let	cion	D	ate	2 ().		-	or	<u>_b</u>	old		
P	coject Objective: Develop a product without	re	co	ns	ti	tut	ed	tol	эас	cco	· an	d	ste	em:.			-
	ackground: There has been a desire in the panly with lamina components to use as a market						ıce	a. 1	tol	òa c	(CO	pr	odu	et	ma	de	
												·····					
В	enefits/Risks: Benefits: Market niche for pu Risks: Product fails to estab									•.							
	roject Leadership Department: R&D cogram Leader: C. B. Altizer						oup:									7.	
	cternal Support Leaf Department									1	992	M	an-	Yea	ırs		
	Quality Engineering																
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	ther (Specify Type)	T															
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1	Design and develop prototypes									T							
2	Redesign prototypes									\bot	\bot			\perp		\Box	I
3	Spotting and staining study	+	-	-	x	\vdash	+	H	-	+	+			-	-	-	
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Project:	Alpine																				_
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Background:	Potential for the product	to incr	ea	se	i	n :	ma	rk	et.	s	ha	re	•								
Benefits/Ris	ks: Benefits are revitaliz	ation o	f	th	e . 1	br	and	d.													
-	ership Department: R&D							_	_												2 ·•
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BUDGET: SW Tobacco Other (Speci	2166.75 POL Testi	ng2	0	001	0'	00		_	. 1	dat	:e:	ria	uls	B: -					-		-:
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Project:	Generic Slims 1000's																		
Category:	Domestic Product Development I	nc.	luc	ded	d :	in	19	93	L – 1	99	5	Pla	n:	_					
Start Date:	9/91		(Cor	mp.	let	iic	n	Da	ite	:			5	/92				_
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Benefits/Ris	ks: Benefits are gaining market s Risk is cannabalizing premium					pr	ijæ	3 7	za]	ue	: 1	0.07	S.	s.l.	ims	3.			
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BUDGET: SW Tobacco Other (Speci	2166.75 POL Testing 20 fy Type)	, 0	0.0	. 0	0			1	lat	er	ia	.ls							
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Project: Bucks Line Extensions	
Category:Costs	Included in 1991-1995 Plan:
Start Date: 1991	Completion Date: 4th 0 1993
Project Objective: Design and develop line	xtensions for Bucks.
Background: Fill voids in the product family	· ·
Benefits/Risks: Benefit is to develop produce extending the family; and to generic market place. Risk is subjective parity with the subjective parity with	further enhance PM's position in the
Project Leadership Department: R&D Program Leader: C. B. Altizer	
External Support Leaf Department	1992 Man-Years
Manufacturing Services	
BUDGET: SW Tobacco 15,600,00 POL Testing Other (Specify Type)	0.00 Materials
Project Strategies:	Target Completion Dates
Year Year	1992 1993 1994 1995 1996 11 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3
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1 Develop and design prototypes	╫┾┼┼
2 Factory trials 3 Product Refinement	X X
4 National Introduction	
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Project:	POL Testing				
Category:	Domestic Product Develo	pment I	ncluded in 1991	1-1995 Plan:	
Start Date:	Ongoing		Completion	Date:	
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Background:					
Benefits/Ris	ks: Benefilts: Central l	ocation fo	r POL informat	ion	
	lership Department:ler:				
External Sur	·=			1992 Mar	n-Years
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BUDGET: SW Tobacco Other (Speci		sting	1	Materials	
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1 2 Prototype production - complete				 	-+-+	-	#-[
1 3 Consumer testing - complete				┼-┼-	4-4		4-1
1 4 Draft specifications - complete				1	-4-4		4-1
1 5 13.5mg/10.0 puff design - complete		!			1 1		\perp
1 6 POL production - complete							\perp
1 7 Draft specifications - complete							
1 8 14mg/10.0 puff design - complete				\prod		\Box	
1 9 Prototype production - complete			77	\prod	\top	\top	1
1 10 Product decision - complete			11	1-1-	77	\top	71
2 1 100mm soft pack/box factory trial - complete				1-1-	1-1	#	+1
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INTERNATIONAL PRODUCT DEVELOPMENT AND SUPPORT

OPERATIONS DRIVEN

	1993 R&D OPE Progran	RATIONAL PL. n Summary	AN.		
Program:	Japan/Asia C.I. Program		Program No.:		
Category:	International Product Support and	Development	_Date Prepared:	8/19/92	2
Start Date:	Ongoing	Completio	n Date: Ongoi	ng	·
Program Miles		Responsible Person	Resource Allocation	1 9 9 3	1 9 9 4
Perform Compl	ete C.I. Testing on Current Samples				
from Japan Mo	onthly & on Asia Samples as Received	Laffoon		ongoing	ongoing
Report Japan T	lesting Results in a Bound Report			4	
	Report Asia Results in a Bound			-	
Report Semial	nnually	Laffoon		ongoing	ongoing
Report New Bra	ands by Memo as Received.			4	1
Highlight New	Brands, Brand Modifications, and		 	-	
	anges in Respective Quarterly &	11 - 44	 	Janasias	angeing
Semiannual R	leports.	Laffoon	 	ongoing	ongoing
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JAPAN/ASIA C.I. PROGRAM

Strategic Goal #2 Support the Growth of the Domestic and International Businesses

Short Term

R&D Programs

International Product Support and Development

I. BACKGROUND

This activity is performed to communicate the market activity with respect to brand modifications and new brand introductions in Japan, Hong Kong, India, Indonesia, Korea, Malaysia, Pakistan, Philippines, PRC, Singapore, Taiwan, and Thailand. Market trends are signaled through the comparison of current analytical data to cummulative data contained in a database.

II. OBJECTIVE

To examine competitive cigarettes on a regular basis to determine changes in the physical and cigarette smoke characteristics.

III. STRATEGIES

- A. <u>Japan</u> Obtain monthly samples of 35 brands selected on the basis of overall market share or market share within a segment. Samples are obtained from at least 7 different retail locations in each of five cities in Japan. (Status: ongoing):
- B. Asia Obtain samples of approximately 160 brands from retail outlets in eleven Asian markets. Samples may be obtained on a monthly, quarterly or semiannual basis, as outlined in the sampling protocol. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current samples from Japan monthly and on Asia samples as received.
- B. Report Japan testing results in a bound report quarterly and report Asia results in a bound report semiannually.
- C. Report new brands by memo as received! Highlight new brands, brand modifications and packaging changes in respective quarterly and semiannual reports.

V. <u>RESOURCES</u> - 10.0 man-years:

VI. RESPONSIBLE PERSONS

S. Laffoon

•		PERATIONAL PL gram Summary	AN		
Program:	Monthly Testing of Affiliate & Lic	censee Production	Program No.:		
Category:	International Product Support 8	Development	Date Prepared:	8/19/9	2.
Start Date:	Ongoing	Completio	n Date: Ongoi	ng	
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MONTHLY TESTING OF AFFILIATE AND LICENSEE PRODUCTION

Strategic Goal #2

Support the Growth of the Domestic and International Businesses

Short Term

R&D Programs

International Product Support and Development

I. BACKGROUND

This activity is performed to communicate the conformance to specifications of products produced by international affiliates and licensees. Competitor's products from those countries are examined to determine changes in physical and cigarette smoke characteristics. Changes in physical and cigarette smoke characteristics are signaled through the comparison of current production data to cumulative data contained in a database.

II. OBJECTIVE

To examine cigarettes produced by affiliates and licensees on a regular basis to determine conformance to specifications. To examine competitive cigarettes from international locations to determine changes in physical and smoke characteristics.

III. STRATEGIES

- A. Obtain current production of brands submitted on a schedule determined by the affiliate or licensee. (Status: ongoing)
- B. Obtain competitive products as submitted by the affiliate or licensee. (Status: ongoing)

IV. TACTICS

- A. Perform complete C.I. testing on current monthly production or current sample, in case of competitive products.
- B. Report testing results in a memo by country and month of production.
- V. <u>RESOURCES</u> 12.0 man-years

VI. RESPONSIBLE PERSONS

S. Laffoon

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Program:	Certification Testing		Program No.:		
Category:	International Product Support &	Development	_Date Prepared:	8/19/92	2:
Start Date:	Ongoing	Completio	n Date: Ongoir	ig	
Program Milest	tones	Responsible Person	Resource Allocation		1 9 9 4
Perform Smokin	ig/Physical Testing on Lots as				
Received by F		Hughes		ongoing	ongoing
	of Product to Shipping.	Hughes		ongoing	ongoing
Report Out of S	pecification Product				
	echnical Services, and Plant QA	Hughes		ongoing	ongoing
	noking/Physical Test results to]
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CERTIFICATION TESTING

Strategic Goal #1 Support the Growth of the International Businesses Short Term

R&D Programs International Product Support and Development

I. BACKGROUND

This activity is performed to assure product shipped to GOC countries is within tar and nicotine limits set by the receiving countries government. Each lot produced is tested utilizing the ISO smoke method prior to shipment.

II. OBJECTIVE

To assure that export product destined for GOC countries is within the tar/nicotine tolerance specified by the country.

III. STRATEGIES

- A. Obtain 80 random packs throughout a production run for each lot. (Status: ongoing)
- B. Testing must be complete five days after samples are submitted.

IV. TACTICS

- A. Perform Smoking/Physical Testing on lots as received by factories.
- B. Report release of product shipping.
- C. Report out of specification product to Shipping, Technical Services, and Plant QA.
- D. Report GOC Smoking/Physical Test results to Technical Services in a monthly report.
- V. RESOURCES 4.0 man-years

VI. <u>RESPONSIBLE PERSONS</u>

K. Hughes

Project:	<u> Lark Ultra Lights - Jap</u>	an					-										<u> </u>
Category:	Product Development	Ir	cl	ud	ed.	in	19	91-	-19	95 1	Plan	ı:					<u> </u>
Start Date:	August, 1992		_	C	Omt	olet	io	n I	Date	e :	I	Dece	embe	er.	19	992	<u>></u> :
Project Obje	ctive: Introduce a lime e	xtension	fo) (C	Lar	rk i	in	the	e 41	mg t	tar	cat	.egr	эry	•		
_	Rapid growth in the ultre extension.	a light:	(<6	mg) : c	ate	ego	ry	in	dic	ate	3. a:	pot	en	tia	al:	
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	er:J.	N. Smith						. 1	Man		ars						
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Project: <u>La</u>	ark Ultra Lig	hts	_		Oper. Plan N							
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Major Program 1	Name: Expo	rt Product Develo	opment		Prepared By:	:						
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Strategic Goal:	Sale Sale	s			Completion D	ate	: _					.
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Strategy #					Responsible		2 3					
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2 Prototype r	preparation				Lambert/SW	$\perp \downarrow$		$ \mathbf{x} $	T		4	_
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4 Prototype s	selection				Heretick/	1-1	_	\perp	Ш	_	\downarrow	_
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	roject:	Lark Family T	ar Reduction																_
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St	tart Date: _	February, 199	02		_	Co	mp1	.et.	ion	Dat	e:	_	Ar	ori	1,_	19	92		
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carbon to re	Due to introduction of ventilation o	r r	eq	uiı	ed.	•	The	e re	emor	val	0	f t	he				ıre	.
result in a	sks: Elimination of iron and zir n annual savings of approximately this carbon through 1995, the annu- rrent prices.	\$11.	0	mi]	llid	on.	. :	If F	PM (com	mi	ts	to					
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Pr	oject:	Filter Length Inc	cease PM Supe	r Li	ght	S	PM	L	igh	ts	. &	L.	M	Mi	ld:	s				-
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Pr	Category: Product Flexibility Included in 1991-1995 Plan: Yes Start Date: May, 1992 Completion Date: 1st Otr., 1993 Project Objective: Redesign current Parliament Combined Filter components for more efficiency and ability to attain lower tar deliveries.																	
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Pm	oject:	Lark Special Milds																
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Pı	roject:	Dual Hopper Max																		
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Project: Marlboro Red LS to KS Conversi	on'	(2	As.	ia	Æ	EF	MA)									_
Category: Consolidation/Flexibility I	nc.	luc	dec	ı f	in	19	91	-19	95	Pla	an :	: .					_
Start Date: January, 1992		. (Cor	mp.	let	iic	n I	Dat	е:		_Mā	arcl	1_	1.9	93		_
Project Objective: Conversion of all Marlboro format in Asia and EEMA regions.	FI	F 8	8i0r	nm	. F1	r.B	pa	cka	gir	ngs	ŧc	o 8:	3mm	F'	rB:		
Background: All PM International packaging of converted to 83mm FTB.	Ma	ar.	lb	o.r	o I	Rec	l. a	t 8	0mn	n⊢F.ª	rB.	wi	11	be			
Benefits : - machinery flexibility - consollidation of FF specif	ica	at:	io	n:				-									
Project Leadership Department: R&D Program Leader: J. N. Smith								Exp Man									_
External Support Purchasing									1	199	2 1	Man 0	- Ye 5				
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P	Benefits/Risks: Benefits: An alternate method of achieving the desired dilution for Parliament. Lower costs than lasers. Risks: May not be abile to control dilution variability as well as laser method.																				
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1 2 Analymical	Eval of Dai	nchi IV/HKCP-M T	ests		Chambers	$ \mathbf{x} $			_	#	\dashv	4_
1 3 Subjective	Eval. of Da	nchi IV/HKCP-M T	ests		Parriish	x		\neg	_	_	_	
					Hickle	X	X	x	_		1	
1 4 Approval c	f Danchi IV/	HKCP-M Tests			R Panel	$ \mathbf{x} $	X	\mathbf{x}				
1 5 Blend/Ment	hol Testing	(Danchi IV. HKCP	-M):		Hickle	$ \mathbf{x} $	\mathbf{x}					
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1 6 Baseline M	Menthol Testi	ng (Danchi IV, H	KCD-M1		Hickle	\mathbf{x}	_			\exists		T
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	ecifications		Hickle	+			_	-	+	- -		
5 1 Factory Tr	cials				Hickle	#4	_	\dashv			+	
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Pr	oject:	Virginia Slims Lights 100 Cha	rco	a l	Ja	Ψē	ın_													
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Pr	oject Objec	tive: To subjectively improve Charcoal product for Ja share:							_						-				:	
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Be	Benefits/Risks: Benefits: Increased market volume and share in the 100mm nonmenthol segment of the Japanese market, primarily among female smokers. Risks: Risks are minimal, even with a drastic change in product, due to an extremely low volume at this time.																			
	-	ership Department: R&D er: Smith/Confer						ou	ıp:		nt'									-
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Major Program N	Tame: <u>Inter</u>	national Product	Dev.		Prepared By:							
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1 1 Prototype	Development				Hickle			x				
1 2 Flavor Des	relopment				Parrish	\sqcup		X	$\mathbf{x} \mid \mathbf{z}$	4_		4-1
1 3 Prototype	Production			3	omig/Høskin	\sqcup	\dashv	\dashv	x L	لک		L.
1 4 Prototype	Analytical E	valuations			Chambers	\sqcup	\perp	_	$\mathbf{x} \mid \mathbf{x}$	٢_		1
1 5 Prototype	Subjective E	valuations			Hickle	\sqcup	_	_	x x	_		-
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2 1 Consumer 1	Testing				Hickle		_	_	_		Ц	
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3 1 Modificati	on Decision/	Approval			RPanel/CPC	Ш				<u> </u>		L
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Group Resource	Allocation S	ummary				•					•	
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K. Parrish	0, 05		<u> </u>		<u> </u>		\perp					
E. Chambers	0.05		<u> </u>									
G. Romig	0.05											_
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Pi	roject:	Japan Marlboro - Factory	Locatio	n	Cha	anç	re:								_				•	_
Ca	ategory:	Product Development	I	nc.	luc	dec	1 i	n	19.	91-	199	95	Pl	an:						_
Si	tart Date:	1991			. (Cor	φl	.et	ioi	n.D	ate	e :	_	199	3					
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p: or in	roduction ware ver a six mo n a list of	In order to accommodate furill be transferred from J.T. conth period of time. An inmodifications required to swere completed at the end	.'s Oda itial t the pri	wa: ou: ma:	ra r o	fiz ofi pr	Ka Ka	or na	y t	va:	the in	∌ir Au	ıgu:	ana st,	za 1	wa 99:	fa L	es es	ult	
	enefits/Ris	ks: ncreased production capacit	y for t	he	Ma	arl	Lbo	ro	b b	ran	d 1	faπ	nil	γ.						
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1	Majo	r Program N	lame: <u>Inter</u>	national Product	Dev.		Prepared By:							
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3	1	Production	Start-up -	Kanazawa			Hickle	╀	-	-	X	-	\dashv	
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4_	1	Danchi Tes	sting - Kanaz	awa Production			Hickle	╁	—	<u> </u>				₩.
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E		ıcker	0.05	R. Heretick	0.4		T. Hoskin			_) () 5	
		arrish	0.05	L. Cooper	0.1	05				<u> </u>	_			
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Project: Japa	n Marlboro DIET Deve	lopment P	roc	ıra	m													_
Category: Prod	luct Development	In	cli	ıde	d i	in	199	1-3	1995	5 F	?laı	n:	_			_		-
Start Date: 1991		····	_	Co	wp]	let	ion	. Da	ate:	:	_1.	993	3:					-
Project Objective:	To evaluate DIET in products in order and control. To puthat perform compatesting. To incorpulative integri	to enhanc roduce Ja rably to porate DI	e s ipar the	sub n M e c in	jed arl uri th	cti lbo ren he	ve/ ro/ t p Jap	ana Ma roc	aly rlbo duct Ma:	tic ord ts rlk	cal o L on	pe igh Da o h	erf nts nc ole	or w hi nd	mai iti pa	n D ane o t	IET 1 hat	
Japanese market with lower tar delivering Lights are approach to lower delivery	ently, Marlboro is the ithout an expanded concess have been increased in the practical lawithout compromising ontrol agent and allowed.	mponent i ing in th imitation subjecti	ncl nis ns c ive	lud ma of pe	ed rke the	in et eir orm	th J bl	e l apa end	blem an l d am D	nd Mai nd IE:	rlb ph T w	Pro oro ys ou	ess ca ld	ur nd 1 pr	es M sy ov	to arl ste	.bo: :ms	
reduct: Risks: Compror	sed market share for ions. Enhanced analymise of subjective in ro/Marlboro Lights sm	tical/sub	ojed	cti	ve	cc	ntr	ol	o£	t)	hes	e:]	pro	du	ict	S .		
Project Leadership Program Leader:					. '	Gro	up:		Int an-						ev			
External Support Leaf Department/In PM Limited, Austra PMKK/PM Asia Japan Tobacco										1		0. 0. 0.	507 10 057	<u>′0:.</u>	05	1		
BUDGET: SW Tobacco Other (Specify Ty	POL Test	ing						Ма	ter	ia.	ls	_						_
Project Strategie	s :						Ta	rge	t C	om	ple	ti	on.	Da	ite	3		
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1	5	Prototype	Production S	/.WW			Hoskin			х			_	\bot
1	6	Prototype	Analytical E	valuation			Chambers	1	X	x			_	
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2	1	DIET Produ	ction Trials	- PM Ltd. Austra	alia		Brumberg	<u> </u>	L	х			_ ['	4
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2	6	Analiytical	/Subjective	Approval			R Panel	_	L.	X	X			
2	7			roduction (Odawa:	ral		Hickle				X			
							Brumberg				X.			
				-			Cooper		L	L	X.			
2	8	Analytical	Evaluation	of Danchi Test			Chambers	L	L.	L	Х			\perp
2	9	F		Approval of Dancl	hi Test	<u> </u>	R Panel	_	L.		X	Ш	4	
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3	2	Analyze/Re	view Danchi	Results	·····		Matthews	\perp	L	L	X	X	\perp	
4	1	DIET Inclu	sion Approva	1			Houghton	↓_	L	$oxed{igspace}$	L	X.		$\bot \!\!\!\! \bot$
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							Roper		L	$oxed{oxed}$		X	_	
4	2	Blend/Tar	Reduction Sp	ecifications			Hickle/Brumbe	rg	L	上	_	х		
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	Inc	dividuals	Man-Years	Individuals	Man-	Years	Individua	13		1	Maı	n-Y	ea	IS:
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_K	. Pā	arrish	0.10	R. Lum	0.1	0.5	J. Wareham			₽-		0 0		
عـا	Ma	atthews	0.05	E. Chambers	0.1	0.5	S. Roberts			<u> </u>		0.0	5	
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Project:	Marlboro 100 FTB Japan																		
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Start Date:	1991	. - · - ·	C	Com	φle	et:	ion	Da	ate	: :	_1	99	92						
Project Objec	market by developing and on June 2, 1992.																ın.		
past year. I market performance the contance the	The Marlboro brand family has in Marlboro 100 SP was discontinued mance, however, the box segment years. The introduction of Marl current growth of the Marlboro fa dvertising for the Marlboro famil	dur of bor mil	ind the o 1	g S e m 100 anc	Sept nari) F' i a.	ce ce rB	mbe th on ow	r, as J	19 be une	990 een	di gr	1e 19:	to win 92	wi wi	00 0 V 1 L	r er			
e:	ks: moreased market share for the Mark exposure for the brand family via annibalization of the parent bran	tel	ev:	isi	ion	a	dve	rt	isi			pai	n:.	С	on	ti	านต	ed	
	ership Department: R&D er: _Smith/Confer				G	ro	up:				p ear:					у.			-
External Sup	port									1	99:	2 1	Mar	1-Y	ea	rs			
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PMKK								+					.20						
PM Asia								+					.05						-
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BUDGET: SW Tobacco Other (Speci	fy Type):							Ma	te:	ria	ıls	,							- .
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							5	Start Date:								.
Strategic G	‰al:	#2. Inter	nati	onal Growth	S.T.		C	Completion D	ati	a :	_					.
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		ions Finaliz						Hickle	X					_[_
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K. Parrish		0.05	7	Heretick		0.5	+	 			⊢					-
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		ources (Type	of	Support)				Division	- 1]		•	Yea		B :	
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Project	100mm - 2mg	Product - Kore	a															
Categor	7: Product Dev	elopment	Ii	acli	udeo	d i	n. 1	.991	1-1	995	5 P	la	n:	-		199	2	
Start D	ate: <u>September.</u>	1992		 .	Cor	mp1	eti	.on	Da	te:	::			Jür	e,	_19	93	<u>: </u>
	Objective: To develop Mild and Expo Go.		1 0 0 mm	pro	odu	ot	tha	t, a	ach	iev	-es	: S!	upe	eri	or	li	.ki	mg
	and: Utilizing carb cobacco blend, gene													on'	wi		th	e
	s/Risks: To generat								·									
tar mar	tet.	ent: R&I				G		D :	Ex			Pro			De		lor	
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	Support										19	92	Ma	n-	Yea	ars		
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Project:	<u> Virginia Slims 6.0mg - Korea</u>	
Category:	Product Development	Included in 1991-1995 Plan: Yes:
Start Date:	January, 1992	Completion Date:TBD
Project Obje	ective: Develop a 6.0mg Virginia	a Slims product for the Korean market.
23.0 circum	ference. The B&H and B&H Deluxe	th 24.8 and 24.0, plus a third model at Ultra Light filler was incorporated into
these prototor	types. Initial screening reveale	ed that the 23.0 circumference was
· · · · · · · · · · · · · · · · · · ·		if a 6.0mg Virginia Slims product is arket place is currently exhibiting a
downward tre	end in tar valued products.	
Project Lead Program Lead		Group: Export Product Developmt. Man-Years:
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Project:	Merit KS/Consumer Research for H	onc		OI	<u></u>												
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	ks: The Merit entry could success I compete against the growing Kent																
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BUDGET: SW: Tobacco	POL Testing							ŀ	lat	eri	als	_					
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	Tac	ctic #	Project Ta	ctics		1	Person(s)			\Box					1
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Project:	Virginia Blended Product for	Taiw	an.	<u>(P</u>	roj	ec	:t_	ні 1	da)								 .
Category:	Product Development	Inc	lu	ded	in	ı, 1	99	1-1	.99	5 1	Pla	n:	::		Y	es		
Start Date:	1992		.	Сош	ple	t.i	Lon	Da	ite	: :					19	93		
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	In the Taiwan market, Virginia roducts only represent 6% of thi				s r	na)	<e:< th=""><th>uр</th><th>90</th><th>9</th><th>o:f:</th><th>tl</th><th>he</th><th>sa.</th><th>le</th><th>es,</th><th></th><th></th></e:<>	uр	90	9	o:f:	tl	he	sa.	le	es,		
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Program Lead External Sup PM Austriali	er: J. N. Smi	th.						M	xpc	·Ye	ars	3 :	Mar	n-Y	ea S	ırs	:	
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Program Lead External Sup PM Austriali PMI Taiwan BUDGET: SW Tobacco Other (Speci Project Stra # 1 Devel of 2 Overtip Hi	er: J. N. Smi port a Product Development POL Testing fy Type) tegies: Year Qtr. prototypes - Australia lda prototypes:	T	11 11 2 X		2			Ma Ma	tte:	1 Com	991 	2. 1	ion	0.5 0.5	?ea	tes	1	996
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Project: Virginia Blended	Prod. for Taiwan	_(Hild		Oper. Plan N							
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Major Program Name: Expo	rt Product Develo	pment	1	Prepared By:		J	<u>. E</u>	as	Ley	<u> </u>	
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Project:	New Product Launches for Gr	ıam	-	-													_
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⁹ Merit Ultima 100°s Regular S/P

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	coject:	New Product La	nunches for	r Hong K	on	7/N	iac	au	<u> </u>												
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1992 Operational Plan Project Summary

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Project Summary

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Project:	Philip Morris Menthol 100 SP	- GC	C_			_												
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Start Date	:July, 1991		. '	Cor	mp i	let	io	n.	Dat	te:	_	Fe	bri	ary	T.	19	91	
	jective: Introduce a product for to our growth in this market place		GC	C: é	ex.	ÞO I	t	ma	rke	et 1	whi	ch	wi	.11				
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Benefits/R	i sks: Increased market share for	the	GC	:C. (ex	201	et.	ma	rk:	et.								
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Tactic #	Project Ta	ctics			Person(s)	1.	2:	3	4 1	12	3	4
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Group Resource	Allocation S	ummary										
Individuals	Man-Years	Individuals	Man-Year:	3	Individua.	ls:	1	M	an-	Ye	ars	
B. Tierney	0.10	A Greenlee	0.05	_#	R.Jones				0.	0.5		_
T.Hoskin	0.05	D: Heidsieck	0.05		S.Haywood	41	_		0.	05		_
L.Chambers	0:.05	M. Payne	0.05	_	 		\dashv					<u> </u>
		B.Atkins	0.05				_					
R&D Support Re	sources (Type	of Support)			Division		M	lan	-Ye		3	
CTSD Semiworks			1		led Research Proc. & Fab.	+			.05			_
Semiworks		**	10.0		eroc. a rap.	+			تلاء			-
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						4						<u> </u>

R&D PRODUCT TECHNOLOGIES

PAPER TECHNOLOGY

P	roject:	Wood Pulip: Cigare	ette Paper																	_
Ca	ategory:	Cost/Productivit	t <u>y</u> I	nc	lu	dec	d	in	1.9	91	-19	95	P.11a	ın :	_	Υe	:s			_
Si	tamt Date:	1991			(Cor	mp.	let	io	n:	Dat	e:		t ti h	_q;	t.r_	93	<u>. </u>		_
E: fi	ull margin ar ulps and eval	tive: feasibility of repi nd price value bran luate alternative p their use if warra	nds. Character oulp sources.	iz	e	di	££	ere	nc	es	bе	twe	en	fl	ax	an	ıd	wΦ		
Co di	ompetitors co ifferential r	wood pulp papers bost advantages in t may increase due to etween flax and woo	the manufacture o lower filax vo	o lu	f (cio s.	ga.	ret The	te	s. au	T se	he of	fla	x-	wo:	od:	pr	iic	9	
P		3: - 18mm annual cost from flax could ca	•	to.	si	hut	ţ. (dbw	m.	fl	ах	ope	rat	io	ns.				•	
		cship Department: S Baldwin/E				3Y.	(Gro	up				Tec					2		-
Pri		s: <u>S. Baldwin/E</u> Drt Services				31V.		5 æ 0	oup			-Ye	993 0	: .	2. an- 5.	.0/ -Ye	1.			
Property Pro	xternal Support A/OE urchasing anufacturing niversity of UDGET:	s: <u>S. Baldwin/E</u> Drt Services	3. Geiszler DL Testing \$2	5,.1	000						Man	1	993 0	M: 0: 0: 0: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1: 1:	2 an- 5 5 5	.0/ -Ye	ar	3	?):	
E: _O? _Pi _Mz _UI _Bt _St _Ot	xternal Support A/OE urchasing anufacturing niversity of UDGET:	S. Baldwin/E	OL Testing <u>\$2</u>	5,.1	000(2)	0.0	?)		Tai	Ma	Man ate	1 ria	993 0 0 0	M: M: 00 00 00 00 10 10 10 10 10 10 10 10 10	2an-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5-5	.0/ -Ye	000	3. 0.(1		_
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Property Pro	xternal Support A/OE urchasing anufacturing niversity of UDGET: W Tobacco	Services Services Maine Type) Outside tegies:	OL Testing \$2 esting - \$5,00 Year Qtr.	5, 0	000	9 (3	?) 2 4 X		Ta:	M	Man ate	19	993 0 0 0 0	M. 0.0000000000000000000000000000000000	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>
P: P: P: P: P: P: P: P: P: P: P: P: P: P	xternal Support A/OE: urchasing anufacturing niversity of UDGET: W Tobacco	Services Services Maine Type) Outside tegies:	OL Testing \$2 Sesting - \$5,00 Year Qtr. Sp formulations	5, 0	000	9 (3	2		Ta:	M	Man ate	19	993 0 0 0 0	M. 0.0000000000000000000000000000000000	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>
Property Pro	xternal Support A/OE: urchasing anufacturing inversity of UDGET: W Tobacco ther (Specify roject Strate Develop specify Determine: w	Services Services Maine Type) Outside to existing wood pulsecifications for excherging existing	OL Testing 92 Sesting - \$5,00 Year Qtr. Up formulations sisting pulps	5, 0	000	9 (3	2) 2 4 X		Ta:	M	Man ate	19	993 0 0 0 0	M. 0.0000000000000000000000000000000000	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>
P: P: P: P: P: P: P: P: P: P: P: P: P: P	xternal Support A/OE: urchasing anufacturing niversity of UDGET: W Tobacco ther (Specify roject Strate Develop specify Characterize Determine: w (hardwood)	Services Services Maine Type) Outside to existing wood pulcifications for excher any existing or softwood) can be	OL Testing \$2 Lesting - \$5,00 Year Qtr. Descriptions sisting pulps age pulps of used	5, 0	000	9 (3	2) 4 X		Ta:	M	Man ate	19	993 0 0 0 0	M. 0.0000000000000000000000000000000000	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>
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P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P	xternal Support A/OE: urchasing anufacturing niversity of UDGET: W Tobacco	Services Services Maine L.000 lbs Po Type) Outside t egies: existing wood pul ecifications for ex whether any existing or softwood) can be plementation, if we	Year Qtr. Ip formulations disting pulps de used derranted de brands	5, 0	000	9 (3	2) 4 X	1	Ta:	M	Man ate	19	993 0 0 0 0	M. 0.000 0.000 1100 1100 1100 1100 1100	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>
P1 P2 P1 P2 P1 P2 P1 P2 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1 P1	xternal Support A/OE: urchasing anufacturing niversity of UDGET: W Tobacco	Services Services Maine (000 lbs	Year Qtr. Ip formulations sisting pulps be used varranted ue brands bleaching seq.	5	000	9 (3	2) 4 X	1	Ta: 199	M	Man ate	19	993 0 0 0 0	M. 0.000 0.000 1100 1100 1100 1100 1100	2an-5-5-5-5-5-5-5-5-19	.0/ -Ye	000	3 :	99	<u> </u>

Major Program Name: Paper Technology Date Prepared:8/ Prepared By:Geiszle Strategic Goal: #1 Cost/Productivity Completion Date: 4t Strategy # Responsible 1992	r/Bal	
Strategic Goal: #1 Cost/Productivity Completion Date: 4t Strategy # Responsible 122		
Strategic Goal: #1 Cost/Productivity Completion Date: 4t Strategy # Responsible 1222		
Strategy # Responsible 122		93
1 [[[[]]]]		993
Tactic # Project Tactics Person(s)	4 1 2	3 4
rerson(s)		
1 1 Evaluate models made with reformulated Ec. papers W. Geiszler X	+	++-
1 2 Conduct initial pyrolyses analyses for pulps W. Geiszler X	++	++-
1 3 Produce experimental papers at KC W. Geiszler X	-1-1-	1-1-1
	x	1-1-1
	"	
2 1 Identify required porosity grades for wood papers W. Geiszler	x	
	X	
3 1 Produce single pulp papers S. Baldwin X	x	
	x	
	x	
4 1 Initiate broader plan W. Geiszler	x	\prod
	x	
5 1 Obtain process info from Ecusta (wood vs. flax) S. Baldwin X		
5 2 Obtain process info from KC (wood vs. flax) S. Baldwin	x	
5 3 Work with Ecusta to identify problem S. Baldwin		\prod
5 4 Initiate test of KC wood pulp on Cabarrus J-row Baldwin/Operations	Servi	ces
5 5 Select vendor of preference Baldwin/Geiszler		\mathbf{x}
5 6 Develo implmentation plan Operations Services		L x
6 1 Obtain alternate "clean" pulps from U. Maine Baldwin/Gautam X		$\perp \perp \mid$
6 2 Evaluate chemically and with handmade cigarettes N. Gautam	x L	111
	x L	$\bot \bot $
	x L	$\perp \perp \mid$
6 5 Obtain machine made models B. Goodman	_ X	 - -
6 6 Evaluate models B. Goodman	_ X	
		$\bot \bot $
Group Resource Allocation Summary		ļ
	an-Ye	
W. Geiszler 0.5 C. Lewis 0.1 J. Allen	0.1	
N. Gautam 0.2 J. Pflueger 0.1 S. Baldwin	0.2	
R. Trippet 0.2 B. Goodman 0.05 J. Willds	0.05	
M. White 0.2 G. Bokelman 0.05 TBD	0.25	
RED Support Resources (Type of Support) Division Man	-Year	5
	0.10	
	0.25	
Cigarette model production Semi-Works	0.05	
	0.75	
Paper analyses, pyrolyses analyses: Analytical Research		
Paper analyses, pyrolyses analyses: Analytical Research	0.05	
Paper analyses, pyrolyses analyses: Analytical Research	0.05	

1992/3 Operational Fian Project Summary

P	roj	ect: <u>Wood</u>	Pulp Cigaret	tte Paper (conti	nued):		Oper. Plan No	o :						_
							Date Prepared	d ::						_
N	lajo	r Program Na	me: Pape	er Technology			Prepared By:	_						_
	_	- .				-	Start Date:							_
S	tra	tegic Goal:	#1 Cost				Completion Da							
		- -												
St	rati	egy #					Responsible			92 - T			993	
1			Project Tac	ctics		ł	Person(s)	1	2	3 4	4 1	2	.3	4
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7.	1	Design addi	itional in-ho	ouse experiments			Geiszler/CR				x			Ľ.
7	i l	_		periments at PM			ARD:				\perp		x	L.
_7	3	Characteriz	ze various pu	ılps att NREL			Baldwin/Bokelr	naņ		4	\bot	╙	X	L.
_7				ve bleached pulp			G. Bokelman	\sqcup	\dashv	\perp	4	X	L	L.
_7	5	<u>Evaluate ex</u>	xisting and p	prototype papers	at NR	EL	W. Geiszler	\sqcup	\dashv	_	 	X	_	μ.
_								\sqcup	\dashv	\perp	\bot	igspace		L.
8	1		order pulps				TBD:	Н	\dashv	_	4	X		 - -
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_8	1						Geiszler	\vdash		-	+-		X	-
_8	4	Evaluate					Goodman	\vdash		-	-	 		Х
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P	roject:	Cigarette Paper Consolidation																		-
Ç.	ategory:	Cost/Productivity	Ind	clu	ıde	d.	in	19	91-	-1.9	95	Pla	ın:			Ϋ́є	es_			-
S	tart Date:	1991		-	Co	mp.	let	io	n I	Dat	e:		4t	h_	qt.	<u>r_</u>	3			-
D		etive: e feasibility of reducing the co	st a	and	l. n	um	bei	r. 0	f; ç	gra	des	: of	f	Ta	x ; (z i ç	gar	et	te	•
S. T.	equirements he paper res	of flax cigarette papers are us . Paper costs are higher for the sponse surface model can be used ng paper costs and required grad	e hi	igh	C	or	est	a,	há	igh	ci	tra	te	p	ape	ers		ns	¥:	
С		ks: n to lower cost grades will real n to fewer grades will improve i								_										
	_	ership Department: <u>Cigarette Te</u> er: <u>S. Baldwin/W. Geiszler</u>			gy	•	Gro	oup				Tec						75		-
E	xternal Supp	port									1	993	M	an	- Ye	ea1	:3			
	Manufactur Purchasing	ing Services									-				10 10					
S	UDGET: W Tobacco _ ther (Specif	500 lbs. POL Testing							Ma	ate:	ria	ls	_	\$2	25.	_0.0	00:0	2)	:	
P	roject Strat	egies:						Ta	rge	et (Com	ple	ti	on	Da	ite	:5			
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1	roj	ect: <u>Ciga</u>	rette Paper	Consolidation			Oper.	Plan No	·.:					
							Date	Prepared	i: .	8/	14	/92		
N	fario	r Program N	Name: Paper	Technology			Prepa	red By:	W	. G	ei.	szl	er	
	_	-						Date: _						
	tra	teric Goal:	#1 - Cost	/Productivity				letion Da						
													_	
		#					Poess	nsible		199				93
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	Tac	tic #	Project Ta	Ctics			Pers	son(s)					I	
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_2	_1	Design par	pers from res	ponse surface mo	del		W. G∈	eiszler			X		_	
2	2	Produce pa	pers at new	specifications			W. Ge	eiszler			x			\perp
2				w papers om ciga	rettes		W. Ge	eiszler				$ \mathbf{x} $	T	
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3	7	Berrelon ma	nufacturing	qualification pl	an			iszler/	\sqcap	_	1		v.	$\neg \vdash$
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1	R&D	Support Res	sources: (Type	of Support)			Divis	nion .		Ma	n -'	Yea	rs	
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P	coject:	Cigarette Paper Specifications	Stu	ıdy															
Ca	itegory:	Goal 1 - Quality	Inc	lu	dec	d.i	n	199	1-	199	5 I	Pla	n.:	-	Υe	25			_
St	art Date:	2nd gtr 1991		- '	Cor	mpl	.et	ion	D	ate	:	_2;	nd	<u>a</u> t	r	19	93	-	_
C i	igarette spe	etive: To determine those cigare cifications and manufacturing prances of cigarette papers.															L-		
ci re	halk content	A study of the effects of paper t, citrate level) showed that characteristic in Mariation in Mariation in Mariation in Mariboro Lights KS and Marlboro	alk Lbor	co o	nte KS	ent ci	. j	s m	or te:	e i s.	mpo A	ort. si	ant mi	t t lai	ha	'n		i.	5
ta ir de	ar variation n cigarettes	es: Optimizing cigarette paper pain cigarettes, thereby ensuring produced by P.M. Additionally, by utilizing chalk and porosity	g ap	opr ide	op:	ria ben	te ef	su its	bj.	ect n t	ive ar	e: c	ha: nt:	rac rol	ete L l	eri nav	lst Æ	ic: be	en
i i		ership Department: Cigarette Tear: S. Baldwin/B. Floyd	hnc	olo	āХ	G	ro	oup:				Te ars						5	_
	xternal Supr											993		an-	-Ye	aı	:3		
	uality Assur											.15							_
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Si	UDGET: W Tobacco ther (Specif	500 lbs POL Testing						_	Mai	ter	iai	ls:							·
P:	roject Strat	egies:						Tar	gei	t: C	om	ple	tio	o n	Da	ate	25		
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#		Qtr.	_ 1	2	3	4	1	2 3	4	1	2 :	3 4	1	2	3	4	1	2	3 4
_1	Evaluation	of Full Flavor Cigarettes	\perp		x	Ш			L	Ш		\perp				Ш		\perp	\perp
_2		of Lights Cigarettes	\perp	_ _	\perp	x	_		\perp		\perp		$oldsymbol{\perp}$	_		Ш		4	
3		of Ultra Lights Cigarettes	_ _		\perp	x	\perp	\bot	\perp	\sqcup	\perp		<u> </u>	_					
4	Work with	OA and Manufacturing Services to	<u>. </u>		\perp	Ш	_	x:	<u> </u>		4	_	L	Γ.	-	Ш		4	\bot
	implement	changes	\perp	-	-	\sqcup	-	- -	-		+	+	-	-	-	Ш		\dashv	- -
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Project: <u>Cig</u>	arette Paper	Specifications S	tudy	Oper. Plan N							_
Marian December 1	Name - Diamon	. Machaellagu		Date Prepare							
Major Program 1	Name: Paper	Technology	· · · · · · · · · · · · · · · · · · ·	Prepared By:							
Object and a Charle	. #1 01	2		Start Date:			_				02
Strategic Goal	: _#1 - Qual	TCA		Completion D	ate	<u> </u>	<u> 41</u>	10	<u>ar</u>	<u> </u>	37
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Pa Su	onsumer. The aper character de de coject Leade	s: Reduced sidestream visibility e calcium carbonate/MKP paper sy eristics required for sidestream ficits and increased paper costs rship Department: Cigarette Tec r: S. Balldwin/B. Goodman	rste re	m du	is ct:	pr ion Gr	op g	rie ene	tar ral	y t	co co	PM ont:	rit	nol	.e:	to): 		
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Major Program Name: Paper Technology Strategic Goal: #3, New Product Technology Completion Date: 2nd q Completion Date: 2nd q Completion Date: 2nd q Person(s) Strategy # Responsible Person(s) 12 3 4 1 2 3 3 4 1 2 3 3 4 1 2 3 3 4 1 2 3 3 4 1 3 3	1993 2: 3:
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B. Goodman 0.4 B. Floyd 0.25 M. Peters 0.3	
S. Tafur 0.4 N. Gautam 0.15 F. Ford 0.4	!
G. Bokelman 0.1 P. Suiter 0.3 J. Willds 0.3	5
R&D Support Resources (Type of Support) TBD 0.1 Division Man-Ye	ars
Cigarette model preparation Semiworks 0.1 Cigarette analyses CTSD 0.1	
Cigarette analyses CTSD 0.1 Paper analyses, inorganic filler analyses ARD 0.8	
Equipment upgrade, Chamber, Coresta services Chem. Res. 0.7	
Subjective evaluation, flavor preparation Flavor Tech. 0.1	
Filler supply, data analysis and paper design Chem. Res. 0.5	

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i	red	Support Res	sources (Type	of Support)			D	ivision]	Mai	n-1	Yea	T	3	
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P	roject:	Banded Cigarette Paper																		-
C	ategory:	External Requirements	Iı	ncl	Luc	leđ	ir	a 1	991	U-1	9.9.5	P	laı	n:	_	N	0			-
St	tart Date:	1992:			c	:om	φle	eti	on	Da	te:				1 9 9	5_				-
T	-	ve: Litable method and a materia Le paper in order to contro														e :	bar	nds	I::	
c: m: d:	igarette paper eaches the ban aking process evelopment. T	application of transverse so reduces the mass burn raid. A method of application has been tested on a pilot this method is called the Merials is also being developed.	te of on of scale	til ce e a	ne ell and cif	ci ul l s lic	gar osi hov	ret UC VS	te bar pro	wh nds omi	en du se	the ria	e:o ng: r.o	cha th com	r 1 e p mer	in ap	e er- al			
r		Least impact on PM actual til 1995. Major modificat.							_							_				
	_	hip Department: <u>Cigarette</u> S. Baldwin	Techi	no.	Log	. <u>Y</u>	Gı	ou	p:						olo 2				_	-
E:	xternal Suppor											19		Ma	n-Y	ea	rs			_
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9.		chnology to factories:			Ħ	\top		Т	П				П			x		П	T	_

1	Proj	ect: Bar	nded Cigarett	e Papers			Oper. Plan N	ο.	: _						
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1	1 1	Obtain ag	reement with	vendor		I	illy/Schardt			х					_
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2:	1	Identify	point of appl	ication in proces	3.5		PM/KC				Х			\perp	_
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	7		_	umping slurries			PM/KC							X	_
_										П			T	\Box	_
3:	1	Define pre	eferred mater	ial			Gautam/TBD				x				_
<u>~</u>	2	_	and purity sp				N. Gautam					х		\Box	_
	3		parameters				N. Gautam		П	T		х	\Box	Т	_
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4	1	Determine	critical pro	cess parameters			Gautam/Egr	Π	П		x		7		_
_	2		-	ab unit at KC			N. Gautam		П			х	T		_
	3:		process using				Gautam/TBD						x		_
	4	-	•	scale-up condition	ons		TBD		П					X	_
	5			full-scale unit			TBD/Gautam							X	
	6		nal process c				TBD/Gautam						\Box	\Box :	X
5	1	Develop te	echnical pack	age format			S. Baldwin						\mathbf{x}	\perp	
	2			r to major trials	3 (on-	roina)								\mathbf{x}^{\parallel}	_
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:	Stra	ategic Goal	•						Completion D								
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6	1	Ambertec	basis weight						N. Gautam		Г		\Box				x
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2	1	Define ne	മർ					R:	aldwin/Egr/K	 		П	П	x	1		_
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Proje	ect:	Filter Webs/Incorporation of	Nov	el	Fi	be	ers	f	or	Se	le	ct	ive	<u> </u>	Fiil	tra	at	ior	1		
Cate	gory:	Technology Development	In	c1	ude	eđ.	in	i. 1	L991	L – 1	99	5	Pla	an	:					,	
Start	t Date:	3rd atr 92		 .	Cc	omj	ple	ti	ion	Da	te	:	_	4.1	th:	at:	r.	9.3		-	•
		tive: To develop a proprietary sic or acidic components found												fi:	ilt	ra	t i	on,			
by a	dding aci	In the past it has been shown to ds to CA filters or using char- with basic or acidic solutions	coal																	et€	d
leve	ls of cer	s: Selective filtration might tain gas phase components might n conventional CA filters.	_				_														
		rship Department: R&D r: S. Baldwin/K. Newman/	G. E						. dr						Tec) <u> </u>	- -
Exte	rnal Supp	ort									19	92	M	an	- Y e	ar	s /	Coa	st	3	
Uni	versity o	of Maine												?							-
		erials Center (Virginia Tech)								-				?							-
Agu	alon/Hero	ules				_	_ •			<u> </u>				?						_	-
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2	-	novel filter webs at the		\vdash	\parallel	+		+	+	\vdash	Н	-	\dashv	+		╬	+	\vdash	\vdash	-	-
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1	Proj	ect: Arom	a Modificatio	n of Sidestream			Oper. Plan N	o.:	_				
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1	Majo	r Program	Name:				Prepared By:	_ <u>s</u>		Taf	ur		
	_						Start Date:						
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St	Frat	egy #					Responsible			92			9.3
			Project Ta	otice		ii ii	Person(s)	1	2	3 4	1	2	3 4
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			-	<u>h Aqualon person</u>	nel (on	<u>-aonua)</u>		+	+		+	\vdash	\vdash
_	2		synthetic eff				Aqualon	╂┼	X	+	┿	\vdash	
	3	Receipt a	nd analyses o	f vanillin glyci	<u>dyl et</u>	her		4-4	-		+	Ш	Н-
		of cellu	lose				S. Tafur	11	4	x L	\bot	Ш	$\vdash \vdash$
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2	1	Obtain ph	ase clearance	for subjective	evalua	tion	S. Tafur	Ш	<u></u>	x			
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	3	Handsheet	preparation					$\perp \downarrow$	\dashv		$ \mathbf{x} $	$\vdash \downarrow$	
	4	Machine-m	ade paper pro	duction at U. Ma	ine		S. Tafur	$\perp \downarrow$	\perp	丄	X		
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4	1	Paper ana	lyses/cigaret	te production						ł	x	i I	
	2			cluding flavor d	istrib	ution)				Т		x	
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P	roject:	Product for Incorporation into	Pape	er	fo	r_	Arc	oma:	Мо	di	fic	at	io	n_c	£	عنة	les	tir	ea	m
С	ategory:	Technology Development	Inc	:lu	de	d.	in	199	1-	199	95	P1	an	:						
S	tart Date:	March 1992		-	Co	mp.	let	ior	ı D	ate	e:	_								
b	ound flavor	ctive: To develop a modified po ant for incorporation into the v ll be thermally released when a	vet e	end	lΙο	f	the	pa	pe	rma										
f c p	lavor-relea elease: comp ompounds: ha roject: with	Development of a proprietary pagese avoids potential infringement ounds added to paper. Preliminate been conducted in-house. In Aqualon Company was finalized a are currently under evaluation.	of ary i 1992 and s	pa Lnv 2 a	te es c	nt. ti on	s: v gat	which ior act	h s fo	cla of r a	aim re a. j	n s ac joi	ol ti nt	ubl ons de	e : ve:	Ela Er Lop	nod ome	el nt		
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1	Examine 9	vnthetic approaches for																		
		vanillin to cellulose			$\frac{1}{x}$	Γ			Ι						\prod					_
2:	4	modified cellulose for scale-up		T	$\int_{\mathbf{x}}^{\mathbf{x}}$		П		Ι	\Box				-				╗		_
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Major Program Name: Strategic Goal: Strategy # Tactic: # Project Tactics 1 1 Technical exchange with Aqualon personnel (on-going) S. Tafur 2 Initiate synthetic efforts 3 Receipt and analyses of vanillin glycidyl ether of cellulose 2 1 Obtain phase clearance for subjective evaluation Date: Prepared:8/92 Prepared:8/92 Prepared: By:S. Tafur Start Date:
Strategic Goal: Strategy # Tactic # Project Tactics 1 1 Technical exchange with Aqualon personnel (on-going) S. Tafur 2 Initiate synthetic efforts 3 Receipt and analyses of vanillin glycidyl ether of cellulose: Strategy # Responsible 1992 1993 1 2 3 4 1 2 3 4 1 2 3 4
Strategy # Tactic # Project Tactics 1 1 Technical exchange with Aqualon personnel(on-going) S. Tafur 2 Initiate synthetic efforts 3 Receipt and analyses of vanillin glycidyl ether of cellulose: Completion Date: 1992 1993 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 3 4 1 2 3 4 1 3 5 1 3 6 1 3 7 7 8 1 4 7 7 7 1 5 7 7 1 5 7 7 1 7 7 7 1 7 7 7 1 7 7 7 1 8 7 7 1 8 7 7 1 9 9 2 1 9 9 3 1 9 9 3 1 9 9 3 1 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 2 3 4 1 3 4 1 4 1 2 3 4 1 4 1 2 3 4 1 5 7 1 7 7 1 8 7 7 1 9 9 2 1 9 9 3 1 9 9 3 1 9 9 3 1 1 2 3 4 1 3 4 1 2 3 4 1 4 1 2 3 4 1 4 1 2 3 4 1 5 7 1 7 8 7 1 8 7 1 8 7 1 8 7 1 8 7 1 9 9 2 1 9 9 3 1 9 9 3 1 9 9 3 1 9 9 3 1 9 9 3 1 1 2 3 4 1 2 3 4 1
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Strategy # Tactic # Project Tactics Person(s) 1 1 Technical exchange with Aqualon personnel(on-going) S. Tafur 2 Initiate synthetic efforts Aqualon X 3 Receipt and analyses of vanillin glycidyl ether of cellulose S. Tafur X
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of cellulose S. Tafur X
2 1 Obtain phase clearance for subjective evaluation S. Tafur X
2 1 Obtain phase clearance for subjective evaluation S. Tafur
2 Smoke distribution analyses
3 Decision point for compound selection X
4 Optimization of reaction conditions Aqualon X
3 1 Pilot-scale production Aqualon X
2 Analyses of material S. Tafur X
3 Handsheet preparation
4 Machine-made paper production at U. Maine S. Tafur X
4 1 Paper analyses/cigarette production X
2 Cigarette analyses (including flavor distribution) X
3 Decision point for further planning X
Group Resource Allocation Summary
Individuals Man-Years Individuals Man-Years Individuals Man-Years
S. Tafur 0.3
R&D Support Resources (Type of Support) Division Man-Years
Material/paper analyses ARD .20
Cigarette production Semi works05
Cigarette analyses - routine CTSD .05
Cigarette analyses - flavor distribution CR/ARD .25
Subjective evaluation: Flavor Technology .05
Pyrolysis studies CR .15
Technical chemical advice CR .15

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FILTER TECHNOLOGY

P	roject:	Alternate Plasticizer Syste	ms																		
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Project:	Novel Filter Development						_									_		
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P	roject:	Selective Filtration																		_
C	ategory:	Product Development	Inc	clı	ude	d	in	19	91	-19	95	P	la	n:	_		<u>Yes</u>	·		_
St	tart Date:-	1st Otr 1992		-	Co	шÞ	le	tio	n :	Dat	:e:		4	th.	<u>Ot</u>	r_1	<u>199</u>	3_		_
		ctive: Develop filter system mat Ltering specific delivered smoke						fu	nc	tic	ona.	1.	ch.	ara	ict	eri	LST	ic	3	
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Project:	Web Filter Development																		_
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Start Date:	2nd Otr 1991		. (Cor		lei	ti	on	Da	te	•:	_4	th:	_Ot	r	19	93	i 	_
Project Obj	ective :: Develop web cigarette fi enefilts.	ltra	tii	on	3]	yst	tei	ms	wh	ü¢ł	h c	off	er	tl	ne:	Œ.C	ns	um	er.
_	Project involves screening and benefits in a filter system.	appl	ie	d (ev	alı	ua	tio	on.	of	av	vai	IJal	bl€	= m	na t	er	ia	ls:
Benefits/Ri	sks: Benefits include increased lation requirements, taste perception, and improved de	modi	fi	cat	ti	on	t	o - i	mp	rov	ле	st	rei	ngt	h/	iπ	ıра	ct.	
	dership Department: R&D: der: Newman/Laslie			_	. (Gr	ou					r T							_
External Su	pport	-	-								1/9	992	Ma	an-	-Ye	ar	:3		
BUDGET: SW Tobacco Other (Spec									lat	er	ial	Ls	_		8.83	3, 3	00		_
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Project: <u>Web</u>	Filter Deve	lopment			Oper. Plan N	o.:	_					.
					Date Prepare	d:		8	/14	1/9	2	.
Major Program N	iame: <u>Fillt</u>	er Technology			Prepared By:		Κ.	A	1	lew	nan	:
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Strategic Goal:	_3 - Addre	ss Consumer Desi	res		Completion D	ate	: :	4 (נשׁנ	1	993	
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Strategy #				1	Responsible					12		
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1 Produce PM	web with Cou	rtaulds fibrids			aslie	$\perp \downarrow$	\dashv	_	_ 2	4		_
2 Produce PM	web with mod	ified cellulose	fibers		aslie	11	_	\dashv	_ 2	٠,	Ш	_
3 Investigate	2-phase web	s with Dexter Co	rporati	ion F	atron	$\downarrow \downarrow$		4	\bot	X		-1
4 Improve F.E	. via increa	sing fiber surf	area	F	atron	\sqcup	_	-	\perp	_ x	\sqcup	_
5 Support con	sumer testin	g of PM web			aslie	\bot	_	_	4	۲.	\sqcup	
6 Evaluate su	per absorban	t materials in w	ebs	I	aslie	Ш	_	\perp	4	<u> </u>	Ш	_
2 1 Evaluate H&	V laminated	web materials			aslie	$\perp \downarrow$	\dashv	\bot	\perp	x	\sqcup	_
2 Evaluate Te	ncel web	<u> </u>		I	aslie	\bot	_	_	4	_	\sqcup	x
3 Investigate	electret tr	eated materials		F	atron	Ш	\perp	_	\perp	\bot	\sqcup	x
4 Identify no	n-woven tech	nologies for fil	ter use	- F	atron			\perp	\perp	丄	Ш	x
	droentangled			1	aslie			\perp	\perp	$\perp_{\mathbf{x}}$	Ш	_
3 1 Evaluate CE	L on paper.	PM web, PP web		E	atron	Ш		<u>.</u>	1	1	\mathbf{x}	_
		rials on webs		P	atron	Ш			4	x		_
4 1 Evaluate or	ocessing cap	abilities on Dec	oufle r	nach. I	aslie	Ш			\perp	_ <u>_</u> x	Ш	_
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FLAVOR TECHNOLOGY

Project: Lig	uid Licorice/	Project Ship			Oper. Plan N	o.:	_				
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Major Program N	fame: Flavor	Technology			Prepared By:	K	P	arı	cis	<u> </u>	
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Strategic Goal:	One				Completion D	ate	¥ ::	Ju	У.	19	92
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В	enefits/Risk	s: Benefits are lower energy lower flavor prep time costs and increased mate	Risks	a	re	pos												—	-
ı	roject Leade: rogram Leade:	rship Department: R&D:	s/Cox			•		-	_					chn:					
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Remove alcoh	ol from Australian products.												, 					
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